

12.370 PROBLEM SOLVING PROCESS

Definitions:

Community Problem Oriented Policing (CPOP) – to identify and analyze community problems and develop effective responses by utilizing the SARA problem solving method. The facilitation of this process is possible through the police, the Community Police Partnering Center (CPPC), and the community working together in a partnership.

Problem Solving – showing documentation of the problem definition, the analysis of the problem, and the range of alternatives considered.

SARA – the process of scanning, analysis, response and assessment of a problem.

Scanning – identifying the problem.

Analysis – learning about the causes, scope, and effects of the problem. Develop a quantitative measuring device to be utilized in the assessment.

Response - the encompassed actions taken to alleviate the problem.

Assessment – determination if the response worked using either a quantitative (measurement) or qualitative (degree of success) device.

Situational Crime Prevention – looking for solutions based on reviewing the information and determining what reduces or removes the opportunity to commit crime and disorder.

Incident – a single service request, for an individual or community concern.

Problem – two or more incidents that are similar in nature, which cause or are capable of causing harm, and the community expects or wants the problem resolved.

CPOP Web Page – www.cagis.org/cpop

Purpose:

To define a Departmental process of identifying and addressing problems and community service requests in an effort to improve the quality of life, safety and security of citizens.

Policy:

The SARA problem solving methodology is the primary process for addressing crime and disorder problems.

The CPPC is to be used as a resource for any problems identified by a district/section/unit commander as a possible CPOP initiative. Projects following the SARA methodology without the assistance of the CPPC will be reflected as a problem solving/CPD project.

Information:

Crime has three factors that are common in all occurrences. These factors are victims, offenders, and locations. When any one or more of these factors are reduced or removed, crime is decreased or eliminated. Situational crime prevention occurs when the community, police, and other entities exercise some form of control over their environment. This promotes a partnership of shared responsibility for community problem solving.

Community participation is critical to successful implementation of CPOP. City employees will work with community members to identify and resolve neighborhood problems. The Community Police Partnering Center will provide a link to social services and private resources. City staff and Partnering Center staff will work jointly to provide training and facilitate problem solving.

City staff, community members, and the Community Police Partnering Center will activate the problem solving process when a pattern of incidents is identified.

Procedure:

A. Problems Generated by Citizens

1. Citizens identifying a problem will provide input through a variety of City and Police Department access points, including the Internet (e.g., City's web page, Police Department's web page and/or CPOP web page).
 - a. Police Department personnel will obtain the necessary information to complete a Form 560, Community Problem Solving Worksheet, and follow the process outlined in Section B.1. – B.4.

B. Problems Received and/or Generated by Police Personnel

1. Police personnel will complete a Form 560 for any problem(s) that affect the quality of life of the community and submit the completed report to their immediate supervisor.
2. The supervisor will review the report for accuracy and completeness and forward the report to the affected CPOP supervisor.
3. The CPOP supervisor will review the Form 560 and route the report to the district/section/unit commander with a recommendation.
4. The district/section/unit commander will review the Form 560 to determine if it is a problem or an incident.

- a. An incident will be handled with an appropriate action or referral to an outside resource.
 - b. The district/section/unit commander will assign a problem requiring police assistance to the appropriate supervisor.
 - c. The district/section/unit commander may refuse to accept the situation as a problem or incident.
- C. Problems Generated by the Community Police Partnering Center (CPPC)
 - 1. Police personnel who become aware of a problem generated by the CPPC will complete a Form 560 describing the problem and forward the report to the affected district/section/unit commander.
 - 2. District/section/unit commanders may refuse to accept a situation as a problem or incident.
- D. Form 562, Community Problem Oriented Policing Resource Request
 - 1. Personnel in need of assistance from another district/section/unit will forward a request on a Form 562, Community Problem Oriented Policing Resource Request, through the chain of command.
 - 2. Personnel who have identified a need for additional funding to assist in solving a CPOP problem will complete a Form 562 and forward it through the chain of command.
- E. CPOP/SARA Problem Entry
 - 1. All problems or incidents will be entered in the CPOP/SARA application by any authorized member of the Department or the CPPC.
 - 2. The CPOP/SARA application will generate the SARA problem solving method, which will be utilized to identify the resources and develop a plan to respond to the specific problem.
 - a. Cases are designated as CPOP Cases, CPD Projects, or CPPC Projects.
 - 3. The application will also generate a unique identifier that will be used on all information pertaining to the specific incident or problem. The identifier will also be used to retrieve data in an archive format.
 - a. The identifier will contain the letters SARA, followed by the year and a four-digit number that will be assigned consecutively (for example, the year 2006, SARA060001, SARA060002, SARA060003).
 - b. There will be dropdown menus and options boxes with multiple categories to select.

- c. The data entry sheet for the application will be similar to the Form 560 and will contain all fields on the form.

F. Editing of a CPOP Problem

1. Any member of the Department or the CPPC, with a username and password for the CPOP/SARA application, may edit existing cases and projects.
2. Changes made to the dropdown menus or options boxes can only be made by personnel in the district/section/unit where the case or project originated.

G. Closure of a CPOP Problem

1. The assigned supervisor will confer with the CPOP Team or Department member involved with the project and submit the results of the action taken to the district/section/unit commander on a Form 561, Community Problem Oriented Policing Action Summary. The district/section/unit commander will determine if the goals of the problem solving process were attained.
 - a. If the assessment shows no effect on either the qualitative or the quantitative measurement device, the problem will be reassigned for follow-up.
 - b. If the assessment shows the measurement was effective, the problem will be closed and archived.
2. Once approved by the district/section/unit commander, the assigned supervisor or authorized member will close the case in the CPOP/SARA application.
3. The closing officer will notify the complainant who initiated the Form 560 of the results of the problem solving process.

H. Auditing of CPOP Problems

1. The following district/section/unit commanders will complete a quarterly problem solving report:
 - a. Districts One through Five
 - b. Downtown Services Unit
 - c. Mid-Level Drug Unit
 - d. Financial Crimes Squad
 - e. Homicide Unit
 - f. Major Offenders Unit
 - g. Personal Crimes Unit

- h. Park Unit
 - i. Traffic Unit
 - j. Youth Services Unit
2. Quarterly problem solving reports will contain the following information:
 - a. Specific problems addressed identifying causes, scopes, and effects of the problem.
 - b. State the quantitative measuring device used on the problem.
 - c. Steps taken toward resolution of the problem.
 - d. Obstacles encountered and recommendations for future improvement.
 3. The supervisor assigned the problem will be responsible to review the CPOP/SARA application and ensure necessary and appropriate action is taking place.
 - a. The supervisor assigned the problem will report action taken to the district/section/unit commander every 30 days until the case is closed.
 4. Inspections Section will conduct biannual reviews to ensure compliance with all applicable standards.